

# FEEDBACK REPORT

Malcolm Baldrige National Quality Award

LEADERSHIP

STRATEGY

CUSTOMERS

MEASUREMENT, ANALYSIS, AND  
KNOWLEDGE MANAGEMENT

WORKFORCE

OPERATIONS

RESULTS

2017

[www.nist.gov/baldrige](http://www.nist.gov/baldrige)

City of Fort Collins

*[Don Chalmers] had a vision of providing a better customer experience. He wasn't in it for the award but for the feedback to get better. ... If we can do this, anyone can. We are a testimony to the Baldrige framework [capacity] to provide organizational sustainability and success.*

*Gary Housley, President and Dealer Principal  
Don Chalmers Ford  
2016 Baldrige Award Recipient*

### **Preparing to read your feedback report . . .**

Your feedback report contains Baldrige examiners' observations based on their understanding of your organization. The examiner team has provided comments on your organization's strengths and opportunities for improvement relative to the Baldrige Criteria. The feedback is not intended to be comprehensive or prescriptive. It will tell you where examiners think you have important strengths to celebrate and where they think key improvement opportunities exist. The feedback will not necessarily cover every requirement of the Criteria, nor will it say specifically how you should address these opportunities. You will decide what is most important to your organization and how best to address the opportunities.

If your organization has not applied in the recent past, you may notice a change in the way feedback comments are now structured in the report. In response to applicant feedback, the Baldrige Program now asks examiners to express the main point of the comment in the first sentence, followed by relevant examples, in many cases resulting in more concise, focused comments. In addition, the program has included Criteria item references with each comment to assist you in understanding the source of the feedback. Each 2017 feedback report also includes a graph in Appendix A that shows your organization's scoring profile compared to the median scores for all 2017 applicants at Consensus Review, as well as the median scores at Site Visit Review of those 2017 applicants that received site visits.

Applicant organizations understand and respond to feedback comments in different ways. To make the feedback most useful to you, we've gathered the following tips and practices from previous applicants for you to consider.

- Take a deep breath and approach your Baldrige feedback with an open mind. You applied to get the feedback. Read it, take time to digest it, and read it again.
- Before reading each comment, review the Criteria requirements that correspond to each of the Criteria item references (which now precede each comment); doing this may help you understand the basis of the examiners' evaluation. The *2017–2018 Baldrige Excellence Framework* containing the Business/Nonprofit Criteria for Performance Excellence can be purchased at [http://www.nist.gov/baldrige/publications/business\\_nonprofit\\_criteria.cfm](http://www.nist.gov/baldrige/publications/business_nonprofit_criteria.cfm).

*Using Baldrige to improve was, I think, one of the smartest things we did in our business. It really gave us a touchstone; it really gave us an opportunity to learn about [how the Baldrige framework and criteria for excellence] could be adapted to our organization ... and to constantly measure ourselves and evaluate how we're doing.*

*Scott McIntyre, Managing Partner  
PricewaterhouseCoopers (PwC) Public Sector Practice  
2014 Baldrige Award Recipient*

- Especially note comments in **boldface type**. These comments indicate observations that the examiner team found particularly important—strengths or opportunities for improvement that the team felt had substantial impact on your organization’s performance practices, capabilities, or results and, therefore, had more influence on the team’s scoring of that particular item.
- You know your organization better than the examiners know it. If the examiners have misread your application or misunderstood information contained in it, don’t discount the whole feedback report. Consider the other comments, and focus on the most important ones.
- Celebrate your strengths and build on them to achieve world-class performance and a competitive advantage. You’ve worked hard and should congratulate yourselves.
- Use your strength comments as a foundation to improve the things you do well. Sharing those things you do well with the rest of your organization can speed organizational learning.
- Prioritize your opportunities for improvement. You can’t do everything at once. Think about what’s most important for your organization at this time, and decide which things to work on first.
- Use the feedback as input to your strategic planning process. Focus on the strengths and opportunities for improvement that have an impact on your strategic goals and objectives.

## KEY THEMES

### Key Themes—Process Items

City of Fort Collins (the City) scored in band 6 for process items (1.1–6.2) in the Site Visit Review of written applications for the Malcolm Baldrige National Quality Award. For an explanation of the process scoring bands, please refer to Figure 6a, Process Scoring Band Descriptors.

An organization in band 6 for process items typically demonstrates refined approaches generally responsive to the multiple Criteria requirements. These approaches are characterized by the use of key measures, good deployment, and innovation in most areas. Organizational learning, including innovation and sharing of best practices, is a key management tool, and there is some integration of approaches with current and future organizational needs.

**a. The most important strengths or outstanding practices (of potential value to other organizations) identified in the City’s response to process items are as follows:**

- The City ensures a focus on success now and in the future through a mature, well-deployed Leadership System (Figure P.2-2) that aligns the organization to support Plan FC, a 25-year vision for the City that was developed through public input and city leadership. As part of the Leadership System, strategic objectives and action plans are identified through the biennial strategic planning process (SPP) to achieve the long-term vision of the organization. Systematic processes for resource allocation, workforce engagement, and performance analysis and improvement support plan achievement. To ensure long-term benefit to the community, the City has invested in resources such as those for flood mitigation and community-wide emergency preparedness, as well as investing in community assets such as bicycling paths and hiking trails that are focused on supporting healthy lifestyles. The City tracks its progress to planned actions through Strategy MAPs, Quarterly Service Area Reviews (QSARs), and financial Monthly Operating Reports (MORs), with analysis occurring at weekly, monthly, quarterly, and annual intervals. Use of systematic processes to guide, monitor, and respond to the needs of key customers and stakeholders may support the City’s long-term vision of providing world-class municipal services through operational excellence and a culture of innovation.
- The Budgeting for Outcomes (BFO) process helps the City deliver value and results by balancing priorities for community stakeholders. Through BFO, the City ensures that financial and other resources are available to support key strategic initiatives while it still meets its ongoing obligations. Once strategic objectives are determined through the SPP, the BFO “bidding” process invites the various service areas throughout the organization to submit “offers,” competing with other service areas for funding. These offers are posted publicly to enable input from residents and businesses, and the city council ultimately votes on budgeting priorities, balancing the needs of citizens and other stakeholders. Successful “bidders” are then required to develop initiatives to achieve the proposed outcomes, including workforce- and supply-chain-related plans.

BFO was implemented in 2005 and has since become increasingly integrated with Plan FC and the SPP, as well as becoming increasingly transparent through the BFO scorecard to support accountability. The BFO process is aligned with the City's Strategy MAPs and QSARs to ensure its full deployment and integration with daily operations.

- Customer-focused excellence is evident in the seven key Outcome Areas (Figure P.1-1), which provide the City with a framework to align its complex operating environment with the competing demands of its community. Key requirements of residential and business customers are aligned with the City's key work and support processes in each of its service-delivery areas. Strategic objectives are developed for each of the seven Outcome Areas, which then cascade to service areas and departments through the BFO and QSAR processes, and to individual employee goals through the Quarterly Performance Alignment (QPA) process established in 2015. Various leadership communication methods and customer listening approaches provide feedback on the City's performance within each of the seven Outcome Areas, while citizen involvement on 27 advisory boards and commissions provides support to the city council. The seven Outcome Areas provide the City with a common set of objectives that operationalize its mission and vision, helping to engage the community and provide transparency in support of its "Triple Bottom Line" approach for considering the environment, social, and economic aspects of decision making.
- Senior leaders reflect visionary leadership in setting the direction for the future state of the City based on their co-creation model of governance with the community, which promotes collaboration and transparency in government actions, stakeholder communications, strategic partnerships, and trusting relationships. Community members interact with the City's various boards and commissions, the city council, and the Executive Lead Team (ELT) in identifying issues, conducting short- and long-term planning, and making decisions on issues of concern to community residents. Through interactions over time, community residents have come to expect timely, respectful, authentic, and transparent responses from the City to their concerns in each venue. Leaders also inspire and cascade the organizational values through outreach activities in the city's neighborhoods, including the use of community policing for building trust, citizen participation on BFO teams, and public access to city government information via the transparent Community Dashboard and Access FC app. The City's leadership reflects a clear commitment to all stakeholders of the community.

**b. The most significant opportunities, concerns, or vulnerabilities identified in the City's response to process items are as follows:**

- Organizational learning is not embedded in key systems and processes of the City. In particular, it is not evident that processes in the areas of leadership communications, voice-of-the-customer (VOC) listening methods, workforce, or operational cost-control and safety are systematically evaluated for learning and improvement opportunities. Additionally, systematic cycles of learning are not evident in the design of key work

processes; use of projections, comparisons, and benchmarks for performance measures; strategic objectives and initiatives; and approaches such as QPA, QSAR, and “Hot, Help and Well.” In regard to several changes and improvements that have been made in the City’s processes, it is not evident that they occurred as a result of systematic evaluation and improvement, evaluation of intelligent risks and opportunities for innovation, or benchmarking. Ensuring systematic organizational learning may allow the City to achieve higher levels of return on its invested resources, in order to deliver greater value to its engaged, supportive community.

### **Key Themes—Results Items**

The City scored in band 5 for results items (7.1–7.5). For an explanation of the results scoring bands, please refer to Figure 6b, Results Scoring Band Descriptors.

For an organization in band 5 for results items, results typically address most key customer/stakeholder, market, and process requirements, and they demonstrate areas of strength against relevant comparisons and/or benchmarks. Beneficial trends and/or good performance are reported for most areas of importance to the overall Criteria requirements and the accomplishment of the organization’s mission.

**c. Considering the City’s key business/organization factors, the most significant strengths found in response to results items are as follows:**

- Several results for key indicators support the City’s vision to provide world-class municipal services, including good-to-excellent levels of customer satisfaction. The City ranks in the top 10% of the nation as a desirable place to live and to work, and it ranks in the top 1% against national comparisons for welcoming and listening to its citizens. In addition, measures of customer satisfaction with community amenities show favorable performance levels and trends against relevant comparisons, including results for the quality of culture and recreation, natural areas and open spaces, and ease of traveling by public transportation and bicycle. Among national recognition received, the City has been designated sixth among Best Places to Live, second among Best Cities for Small Business, eighth as a Best Performing City, and fourth as a community promoting residents’ overall well-being. Such results highlighting the City’s customer-focused excellence may help it leverage its strategic advantage of having a supportive and engaged community.
- The City’s focus on delivering value and results is reflected in indicators related to key customer requirements and environmental health, which demonstrate good-to-excellent results levels and trends, as well as showing leadership against regional and national comparisons. For example, electricity costs for both business and residential customers of the City are among the lowest in the state, while results for the reliability of the City’s electric utility services demonstrate favorable improvement trends over the past three years. In addition, the City ranks first in the nation for citizen satisfaction with water quality, while its results for water conservation have favorably doubled over the

past two years. Likewise, the City ranks first among regional (Front Range) comparisons for air quality, with favorable improvement trends demonstrated for indicators of outdoor air quality particulate, pollution prevention, and abatement of greenhouse gases. These results reflect the City's visionary leadership in regard to commitment to the community for the future and align with the organization's values of outstanding service and stewardship.

- The City's financial results reflect its concern for ensuring success now and in the future through fiscal stewardship and efforts to maintain a sustainable organization in spite of fluctuating revenue streams. The City has been able to effectively manage and grow revenue while contributing to the long-term economic vitality of the area; for example, City revenue has exceeded the budget over the past five years, with increases in sales and use tax income supported by the success of six different tax referendums passed by community voters. In addition, results related to the accuracy of budgetary expenses have improved over the same period, helping the City create a financial surplus during this time. The City's financial performance, including liquidity results that outperform the U.S. city median comparison, contributes to its high credit rating by Moody's. Continuing to ensure the availability of financial resources to fund its action plans and strategic objectives may help the City strengthen its core competency of commitment to the community.

**d. Considering the City's key business/organization factors, the most significant opportunities, vulnerabilities, and/or gaps (related to data, comparisons, linkages) found in response to results items are as follows:**

- Several expected results that may be important to the City are not included for evaluation. For example, results related to supply-chain management—such as on-time delivery, fair and competitive pricing, and quality of services—are missing or limited. In addition, some expected marketplace results are missing, such as those for new programs or services offered to the homeless community and programs designed to advance the small and mid-sized business communities. Some workforce-focused results are also missing, including results related to needed skills, staffing levels, and recognition for workforce members. Further, results for indicators of customer dissatisfaction and for some indicators of effective leadership and ethical behavior are missing. As the City develops data and information to track results in these areas, opportunities for greater alignment, collaboration, and integration may become apparent that could contribute to providing a higher return on invested resources from the City's supportive and engaged community.
- The City may benefit from comparisons and benchmarks that better reflect its strategic context and its vision to achieve world-class levels of performance. For example, the City has an opportunity to compare segmented results for customer satisfaction and engagement to those of local surrounding municipalities with whom the City competes for sales and lodging tax revenues and economic development and expansion

opportunities. Additionally, benchmarks and comparisons are missing for workforce-focused results such as turnover rates and days to fill positions, which may help the City identify improvements and innovations to achieve its key workforce plans of hiring and retaining high-quality staff members with appropriate capabilities. Further, it is not evident that the City uses comparisons to industry high performance, such as “top decile” or “best in class,” in its performance measures. Use of world-class comparisons and benchmarks may support the culture of excellence and continuous improvement driven by the City’s mission, vision, and values.

- Some results for key indicators of performance aligned with the seven key Outcome Areas demonstrate adverse or inconsistent trends. In particular, for the Outcome Areas of Safe Community, Transportation, High Performing Government, and Culture & Recreation, these include results for Commercial Vacancy Rates, Development Review Final Plans, My Role and the City’s Mission and Vision, Overall Turnover, and Volunteer Hours. Other results measures showing mixed or adverse trends include Police Response Time, Police Officer Training, and Fleet Maintenance and Recreation Participation. These results highlight opportunities for the City to leverage its performance improvement system to support its vision of operational excellence and its culture of innovation.

## DETAILS OF STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT

The numbers and letters preceding each comment indicate the Criteria item requirements to which the comment refers. Not every Criteria requirement will have a corresponding comment; rather, these comments were deemed the most significant by a team of examiners.

### Category 1 Leadership

#### 1.1 Senior Leadership

Your score in this Criteria item for the Consensus Review is in the 70–85 percentage range. The findings from the site visit resulted in no change in the consensus percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

#### STRENGTHS

- **c Senior leaders create an environment for success and a focus on action through the Leadership System (Figure P.2-2) while encouraging innovation and intelligent risk taking to increase value for the City’s stakeholders. The strategic planning and BFO processes cascade a focus on action through Strategy MAPs to work teams and employees, with this focus further supported by quarterly QPAs and QSARs and Community Dashboards and financial MORs. These systematic processes facilitate stewardship and may enable the City to more rapidly attain its vision of world-class municipal services through operational excellence and a culture of innovation.**
- a(2) The ELT uses multiple approaches to demonstrate leaders’ commitment to a legal and ethical environment, including use of open records and data, the BFO process, presentations at new-employee orientation, the “Raise the Bar” program, the ELT ethics 360 assessment, a hotline, an ethics policy and training, and the Citizen Review Board. These approaches promoting ethical and legal behavior reinforce the City’s core value of integrity in the eyes of community members served.
- a(1) Senior leaders deploy the City’s vision and values to the workforce, suppliers, partners, and customers through various communication methods, as well as through the personal commitment of senior leaders to world-class service. Outstanding ELT service is reflected in such practices as direct follow-up by leaders on citizens’ concerns and the ELT’s transparency regarding its open 360-degree feedback process. Senior leaders also personally model the organization’s values as a foundation for the workforce culture. This may help the City advance exceptional service across the organization.

#### OPPORTUNITIES FOR IMPROVEMENT

- a(1) There is no evidence of a systematic approach for senior leaders to deploy the City’s vision and values to volunteers, and the City does not systematically evaluate and improve its methods for deploying the mission, vision and values (MVV; Figure 1.1-2).

Ensuring that all stakeholders understand the organization's MVV through a systematic approach that includes volunteers may strengthen their relationships with the City and reinforce the City's core competency of community commitment.

- b The City's Communication Methods (Figure 1.1-3) are not systematically evaluated to ensure understanding of what is being conveyed or to improve their effectiveness. Ensuring effective communication to all stakeholders through systematic evaluation may advance excellence and support the City's core competency of commitment to the community.

## 1.2 Governance and Societal Responsibilities

Your score in this Criteria item for the Consensus Review is in the 70–85 percentage range. The findings from the site visit resulted in no change in the consensus percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

### STRENGTHS

- **a(1) The City reflects responsible governance for its residents and businesses through accountability, transparency in all transactions, and frequent stakeholder interactions. The city council’s accountability is supported through quarterly work plan reports, internal and external audits, and annual financial disclosures. Use of these systematic processes may enhance governance and further earn the public trust.**
- b(2) To promote and ensure ethical behavior, the City deploys systematic processes such as training on ethics for leaders, Public Purchasing Ethics policies and procedures, the “Raise the Bar” ethics program, and internal and external employee accountability reviews. This systematic approach focused on ethical behavior in areas of importance to customers may help the City advance public trust among community members.
- c(1) The City uses multiple approaches to integrate societal well-being and benefit at strategic and operational levels. The Sustainability Assessment Tool (SAT) helps the City balance competing priorities as they arise among the “triple bottom line” of environmental, social, and economic systems. The Sustainability Assessment Summary (SAS) provides a mechanism to involve the city council in key issues and opportunities. These approaches support the City’s stewardship value and vision of operational excellence.
- c(2) Senior leaders contribute to the City’s identified key communities of residents and businesses through their participation on local boards and in professional, through their volunteering in schools and social organizations, and through police involvement in the Shop With a Cop initiative. Other methods that the City’s leadership has established to encourage community support and assist key communities include allowing four hours of paid time for employee volunteering on Volunteer Day and recently hiring a community liaison to support access to City services in low-income neighborhoods. Outreach service efforts targeted to the needs of key communities help demonstrate the City’s commitment to the community through engaged and committed employees.

### OPPORTUNITIES FOR IMPROVEMENT

- c(2) There is no evidence of a process to systematically measure and evaluate the City’s support for its key communities. For example, the City supports multiple community interests through an enterprise relationship with the United Way, while individuals support these and other interests for community benefit; there is no evidence that these activities align to strategic areas of interest within the organization

or the City's focus on the "triple bottom line." Having a systematic process in this area could help the City prioritize its support efforts in areas targeted most directly to its strategic goals or direction.

## Category 2 Strategy

### 2.1 Strategy Development

Your score in this Criteria item for the Consensus Review is in the 70–85 percentage range. The findings from the site visit resulted in no change in the consensus percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

#### STRENGTHS

- **a(1) The City’s systematic, seven-step Strategic Planning Process (SPP) (Figure 2.1-2) encompasses a two-year cycle led by a Strategic Plan (SP) Core Team with input from many stakeholders. The SPP shapes the City’s biennial budget through its BFO process, and cycles of improvement have added a priority dashboard, updated risk assessments, and community comment sessions. The SPP guides the City’s strategic priorities and use of resources, supporting long-term goal achievement of the City’s mission of providing exceptional service for an exceptional community.**
- a(2) The City uses its Intelligent Risk Process (Figure 2.1-4) and competitive “budget offer” process (the BFO) to stimulate innovation. The Intelligent Risk Process guides leaders’ identification and support for innovation. The BFO process is guided by the biennial SPP and supports SP priorities. Beyond the SPP, interdisciplinary teams can submit innovative ideas in relation to a reserved \$50,000 fund that is earmarked to support valuable new ideas. Such engagement of the workforce and leadership at all levels in stimulating innovation helps the City reinforce its values of excellence and stewardship through innovation in action.
- a(3) The City has many inputs to its SPP (Figure 2.1-3), including an environmental assessment, extensive financial analysis and projections, and a strategic risk management (SRM) process. Leaders have expanded the SPP inputs through cycles of learning to help identify changes in the regulatory environment, develop strategic objectives, identify strategic challenges, and reduce blind spots. Analyzing multiple data sources and findings as part of the SPP may help the City leverage its resources toward infrastructure and amenities, strengthening a strategic advantage.
- b(2) The City’s process to balance and allocate resources among competing organizational needs aligns with strategic objectives for the seven Outcome Areas and supports citizen input. Budget “offers” compete for available dollars, with potential offers posted for citizen and business input. Votes by the city council determine shorter-term and longer-term planning horizons and balance citizen and stakeholder needs. This balancing process helps the City address the strategic challenges of a fluctuating revenue stream and changing customer expectations.

## OPPORTUNITIES FOR IMPROVEMENT

- a(1) The various service areas within the City often have their own planning processes, and the service-area plans in some cases are not aligned with the biennial Strategic Plan of the City. Integration of planning processes may assist the City in reaching its vision to provide world-class municipal services through operational excellence and a culture of innovation.

## 2.2 Strategy Implementation

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. The findings from the site visit resulted in no change in the consensus percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

### STRENGTHS

- **a(3) The City uses the BFO process to allocate assets and ensure that financial and other resources are available to support achievement of the various funded initiatives while the City also meets all current financial obligations. Financial risks are managed through daily monitoring of division budgets and analysis of financial reports against projections. This approach for ensuring resource availability to achieve key initiatives helps the City balance its strategic challenges of competing citizen desires and changing customer expectations amid fluctuating revenue streams.**
- a(1, 2) Systematic development and deployment of action plans is accomplished through the BFO process. Various budget offers are submitted as means of accomplishing the specific strategic objectives within the Strategic Plan. Action plans, which the City calls “initiatives,” are developed within the approved “budget offers,” following a competitive review. Submitted budget offers are reviewed by committees responsible for putting budget offers within a single service area into priority order. The recommended budget offers are then reviewed by senior leaders, who determine which offers to submit to the city council in the city administrator’s recommended budget. Use of the SPP and the BFO process to guide deployment of key initiatives support’s the City’s vision of world-class municipal services.

### OPPORTUNITIES FOR IMPROVEMENT

- **a(1, 2) There is no evidence of an approach to prioritize strategic objectives or to systematically track measurable progress in achieving strategic objectives. Use of a systematic approach to prioritize objectives with measurable outcomes may help the City focus limited resources on areas of greatest impact to the community through operational excellence and a culture of innovation.**
- a(6) The City does not have performance projections for most of its shorter- and longer-term horizon measures, as seen in the Community Scorecard, and few performance measures and indicators reflect systematic use of comparisons with key competitors or benchmarks. Use of a systematic process to evaluate and improve performance measures in comparison to projected targets, benchmarks, and top-performing competitors may help the City advance its performance levels in alignment with its vision of world-class municipal services.
- a(5) Some listed performance measures in the Community Scorecard do not align with the strategic objectives and the initiatives set out in the funded budget offers. As an

example, “Safe Community” initiatives funded in the current budget include “(1) Police Personal Protective Equipment and (2) SWAT replacement Negotiator’s Console,” and the key related performance measures are “Part 1 Crimes per Capita Compared to Cities of Similar Size” and “Average quarterly response time of priority one calls.” Alignment of the funded initiatives with relevant performance measures may assist the City in identifying performance problems and support cycles of improvement for a culture of operational excellence.

## Category 3 Customers

### 3.1 Voice of the Customer

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. The findings from the site visit resulted in an increased percentage range of 70–85. (Please refer to Figure 5a, Process Scoring Guidelines.)

#### STRENGTHS

- **a(1) The City has a systematic approach to select, collect, align, and integrate customer listening methods (Figure 3.1-2). Through cycles of evaluation and refinement in 2013, the City launched the Community Dashboard and the Peer City Project; in 2014, the City established the Community Outreach and BFO processes and hired a civic engagement officer; in 2015, improvements included customer segmentation of new activities in utilities, policing services, social media, and a mobile-friendly website. The completed Public Engagement Strategic Plan led to an IAP2 process implementation, and in 2017, to the “It’s YourMyOur City” campaign (Figure 3.1-1).**
- **b(1) The organization selects and uses multiple VOC listening methods such as customer-focused surveys, face-to-face communications, community outreach, market data, and social media to build a more customer-centric culture and support operational decision making. Results are shared with the city council, service leaders, staff members, and customers in the municipality. Collectively, these approaches to gather, evaluate, and improve the residential experience support the organization’s customer-centered focus, reinforce its values of outstanding service and integrity, and may expand relationships with customers and give the City a competitive market advantage for future growth.**

#### OPPORTUNITIES FOR IMPROVEMENT

- **b(1) The City does not systematically determine customer dissatisfaction or identify best practices for learning and improving based on customers’ dissatisfaction experiences. When satisfaction concerns are identified within service areas, processes for managing dissatisfaction are not systematically deployed or shared across the organization. A systematic approach to determining and managing customer dissatisfaction across service areas, leveraging best-practice sharing, may enhance customer engagement by demonstrating the City’s commitment to the community.**
- **a, b(2) The City does not systematically obtain and use data to evaluate customer satisfaction and dissatisfaction across the customer lifecycle and relative to competitors with similar products and services, in order to advance organizational performance. For example, information about aspects of services that are not meeting customer expectations is not routinely reviewed to support future customer satisfaction. Without**

a systematic process for data-driven decision making and improvement in these areas, the City may limit its ability to overcome the strategic challenges of balancing competing citizen desires and changing customer expectations.

### 3.2 Customer Engagement

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. The findings from the site visit resulted in an increased percentage range of 70–85. (Please refer to Figure 5a, Process Scoring Guidelines.)

#### STRENGTHS

- **b(1) The City’s approaches to engaging customers and building relationships reflect its commitment to the community. Through cycles of learning, the City launched a community outreach program. It also hiring a civic engagement officer and a community liaison to focus on building relationships. In addition, the City’s police service created the neighborhood-focused Engagement Team. The completion of the Public Engagement Strategic Plan led to implementation of the IAP2 process and to initiation in 2017 of the “It’s YourMyOur City” campaign (Figure 3.1-1) to work toward co-creation and increase perceived value of City services.**
- a(1) The organization uses a systems approach to capture customer-related information to learn about customer requirements, expectations, and desires. Through cycles of evaluation and learning, many programs have been adopted to engage customers throughout the full life cycle of the relationship. The City uses technology, social media, and mobile-friendly websites to give the public access to its offerings. These approaches to meeting and exceeding customer expectations help the City build customer loyalty.
- b(2) The City has a systematic process in place for collecting information from residents on issues of concern and transferring those to the appropriate service. For example, community policing officers develop one-on-one relationships with citizens and serve as a resource for residents’ issues and concerns. Information collected from residents is reviewed, with results trends monitored. Use of a systematic process for identifying, responding, and resolving customer concerns supports the City’s value of outstanding service and promotes customer engagement.

#### OPPORTUNITIES FOR IMPROVEMENT

- a(3) Customer segments are not readily identified or prioritized for specific actions within service areas, for resident or business customer process improvement, or for business growth. Use of systematic approaches to identify and segment information by customer groups may help the City enhance residents’ experience and develop new offerings to serve new customers.
- b(2) The organization does not systematically manage complaint resolution. Complaints are identified within service units, and a systematic process to identify factors causing complaints or to prioritize them for action is not evident. Efforts to resolve issues and learn from them to improve customer-focused processes are not

systematically integrated across the City, with the exception of the city council. Systematic approaches to identify, refine, and enhance complaint management processes may advance customer engagement while supporting the organizational value of service excellence.

## Category 4 Measurement, Analysis, and Knowledge Management

### 4.1 Measurement, Analysis, and Improvement of Organizational Performance

Your score in this Criteria item for the Consensus Review is in the 70–85 percentage range. The findings from the site visit resulted in no change in the consensus percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

#### STRENGTHS

- a(1) Key performance measures are tracked at varied frequencies based on measure type and Outcome Area, guiding the City's performance to goals. Measures and targets are evident in the seven Outcome Areas (Figure 4.1-2), while multiple measurement review methods (Figure 4.1-3) provide mechanisms to act on results. Tracking tools include Strategy MAPs (2017), QSARs (2015), the financial MOR (2012), and Community Dashboards (updated in 2016). On a two-year cycle, the budget director meets with department heads and tracks BFO offers as well as the QSAR process. The Futures Committee approves the measures, which are then reported on the Community Dashboard. These well-deployed measurement tools and processes may strengthen the City's data-driven culture and support its vision of operational excellence.
- a(3) The City uses multiple approaches to select customer data on its key resident and business customer groups, and these efforts are aligned to the seven Outcome Areas. Examples include benchmarked surveys, inquiry and complaint analysis, involvement of the city council, tracking of and responses to social media comments, and community outreach. In 2013–2014, the City's SPP-related community outreach for hard-to-reach population groups included objectives such as providing safe, accessible housing and transit access. Another example of a response is a tax rebate program established to ease financial burdens on low-income residents. The City's approaches to gathering and responding to VOC data may help it assess and support the "triple bottom line" objectives of economic, environmental, and social equity.
- b The City assesses its progress and responds to rapidly changing needs through multiple methods of reviewing its performance for key measures (Figure 4.1-3) at varying frequencies based on the nature and use of the information. Staffing, revenue, and productivity measures are evaluated daily, along with customer complaints and feedback as received. QSAR, Strategy MAPs, and financial MOR reports are reviewed monthly, with actions taken at weekly ELT and city council meetings. In the process of benchmarking, the budget office looks at each of the measures and comparison data to assess the appropriateness of the comparisons. Timely review and action on key performance measures helps the organization optimize its processes for effectiveness, supporting operational excellence.
- b Senior leaders review key data and information to assess organizational success, competitive performance, financial health, and progress on achieving strategic

objectives. The city council also reviews the organization's performance and its progress on strategic objectives. ELT members identify and select measures by testing whether the measures are meaningful (adequate) and valuable (in driving improvement). The city council's Futures Committee approves the measures, which are then reported on the Community Dashboard. Daily measures come from input to the citizens survey. These processes may support and enhance the City's culture and align the MVV to individual goals.

#### OPPORTUNITIES FOR IMPROVEMENT

- c(2) The City lacks a systematic process to deploy its priorities for improvement and opportunities for innovation to suppliers, partners, and collaborators. In regard to direct communications by employees with suppliers, partners, and collaborators, there is no evidence of a process to align and use this communication to engage suppliers and partners in process improvements or innovation. Use of a systematic approach to deploy priorities and opportunities for innovation to suppliers, partners, and collaborators may help the City optimize results across all outcome areas.

## 4.2 Information and Knowledge Management

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. The findings from the site visit resulted in no change in the consensus percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

### STRENGTHS

- b(1) Multiple approaches to collect and transfer knowledge and data across the workforce include a centralized IT department and system with a City Connect webpage, a learning and development system, a data repository for policies and meetings information, as well as more traditional approaches such as guidebooks and checklists. For example, employees report that the “Fort Shorts” e-newsletter, the “Issues and Answers” streamed briefings, email updates, and many face-to-face meetings with departmental staff members, supervisors, and divisions keep them informed of key information. Use of such enterprise-wide tools may help the City bridge communication and processes across multiple departments and workforce areas, while supporting clear expectations, meaningful work, growth opportunities, and role accountability.
- b(2) Multiple approaches to promote and share best practices include intentionally bringing together leaders from all service units to share best practices across the organization and sharing of such practices at the All Supervisors planning team. For example, the Safety Team recognized that some City employees were being issued chainsaws, without having received training, for removal of broken branches after a heavy snowfall; given that the arborists had been certified in chainsaw use, a best practice, arborists then trained employees on safe and efficient use of a chainsaw. Best practices are also identified through City participation in trade organizations such as ICMA, attendance at conferences such as Transforming Local Government and the Baldrige Program’s Quest for Excellence, visits to Baldrige Award recipient organizations, and employee blogs. These multiple approaches to share best practices may help the City continually improve its processes and support a culture of innovation.
- a(2) The City uses multiple approaches to ensure data and information availability (Figure 4.2-1), including user-friendly IT system formats and menus, standardized reporting tools and formats, and Internet access to the Enterprise Resource Planning (ERP) system and other website tools. Customers, stakeholders, partners, suppliers, and employees can access extensive, role-specific information and services via a web-based system at fcgov.com using any type of electronic device with Internet access. The Access Fort Collins app provides a convenient method for employees and residents to report issues within the City. The IT department provides rapid responses to requests for help, and customer satisfaction with this service is high. Leveraging key technology assets to produce timely, relevant information helps the organization meet its customers’ needs and expectations regarding the availability of information.

## OPPORTUNITIES FOR IMPROVEMENT

- b(3) There is no evidence that the City's multiple approaches to embed and advance learning are systematically deployed and integrated across the organization. For example, it is not evident that learning related to the QPA, QSAR, and "Hot, Help & Well" are leveraged to systematically advance process performance and results. In addition, "learning" is often being interpreted solely as leadership development. Deployment and integration of systematic approaches to embed and advance processes of evaluation and improvement may help the City attract and retain high-quality employees while advancing a culture of operational excellence and innovation.
- b(1) A systematic process to guide the transfer of relevant knowledge to suppliers, partners, and collaborators is not evident. The multiple approaches used do not consistently transfer knowledge to and from involved parties, and there is no evidence that they are evaluated and improved over time. Systematic, well-deployed processes for sharing knowledge with suppliers, partners, and collaborators may strengthen mutual support and relationships, building community value.

## Category 5 Workforce

### 5.1 Workforce Environment

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. The findings from the site visit resulted in an increased percentage range of 70–85. (Please refer to Figure 5a, Process Scoring Guidelines.)

#### STRENGTHS

- a(1) The City uses systematic, well-deployed approaches for assessing workforce capability and capacity needs. Through the BFO process, service areas and departments analyze needed staffing levels and skill sets as they develop their “offers” for service delivery, with seasonal workers and volunteers included and monitoring occurring through the QSAR process. In service areas such as Police, Parks and Utilities, determination of workforce capacity is fact-based, using ratios based on population, acreage, and demand. The BFO offers also include needed capabilities identified through the SPP. Individual capabilities are assessed as part of the QPA process, and development opportunities are established as QPA goals, as appropriate. These approaches help the City ensure that needed skills sets and resources are available to provide exceptional service for an exceptional community.
- a(2) The City’s nine-step recruiting and hiring process (Figure 5.1-2) for recruiting, selecting, and hiring new workforce members. An integrated talent management software system, branded as FC Career Connect, was implemented in 2014 to increase the efficiency and effectiveness of the process, which includes an applicant tracking module and automated screening. Group interviews are often used to ensure prospective workforce members will be a good fit with the organization’s culture and values. New-employee orientation training is designed to retain new hires by engaging them in the culture, values, mission, and vision. A dedicated position for talent manager was added in 2017 to further enhance and manage the process. This series of integrated processes may help the City address the strategic challenge of attracting and retaining high-quality employees.
- a(3) Systematic approaches to prepare the workforce for changing capability and capacity needs help the City maintain its strategic advantage of engaged and committed employees. Planned changes are identified through the SPP and BFO processes, affording the City the opportunity to communicate with affected employees and to create development plans to redirect them into other available positions across the organization if a reduction is needed, or to acquire needed workforce skill sets should growth opportunities present themselves. For unplanned changes, a systematic Reduction in Force process was developed in 2010 to ensure open communication with any affected employees and to minimize the impact of any needed reductions. Seasonal, contract, and part-time hourly employees are used to manage fluctuating demands.

- b(2) The City developed its Total Rewards Strategy in response to the comprehensive Compensation and Career Path Assessment conducted in 2014. This framework encompasses a diverse suite of benefits, services, and policies to support varied needs and desires of the City's workforce. One of the centerpieces of the Total Rewards framework is the wellness program, for which the City received the Governor's Award for Worksite Wellness as a Top 5 finalist. The wellness program addresses a variety of healthy lifestyle choices and includes health screenings and other offerings that have been attributed to 28% lower health claims for program participants relative to non-participants. The Total Rewards Strategy is designed to attract, retain, and engage high-quality employees, which supports the City's vision of high performance.

#### OPPORTUNITIES FOR IMPROVEMENT

- a(1, 4), b(2) The City may benefit from a more fact-based approach to evaluating the effectiveness of some of its approaches related to workforce capability and capacity, work accomplishment, and workforce benefits and policies. Despite evidence that some degree of evaluation takes place, there is little indication that the evaluation process is supported to any significant degree with data-driven decision making. Evaluating these key workforce processes in a fact-based manner may demonstrate the City's value of stewardship and enhance its ability to deliver world-class services through operational excellence.
- a(2) The City lacks a systematic approach to ensure that the workforce represents the diverse ideas, cultures, and thinking of the hiring and customer community. In regard to the multiple sourcing options that the City uses as part of the hiring process to attract potential qualified candidates, there is no element within that approach to ensure that the workforce is representative of the City's community. As a result, The City may be missing opportunities to more fully engage the residents and businesses it serves.

## 5.2 Workforce Engagement

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. The findings from the site visit resulted in an increased percentage range of 70–85. (Please refer to Figure 5a, Process Scoring Guidelines.)

### STRENGTHS

- a(3) The City’s multiple formal and informal approaches and mechanisms for assessing workforce engagement may help it identify opportunities to strengthen its strategic advantage of engaged and committed employees. Until 2017, the Q14 workforce engagement survey was deployed to all employees twice a year; through a cycle of improvement, the City moved to the Core 34 workforce survey in order to gain more beneficial comparisons and increase insight into drivers of engagement. A volunteer engagement survey was also implemented in 2017. Workforce survey results are analyzed at the departmental and service-area levels and deployed through the QSAR process and leadership communication mechanisms. Indicators of workforce engagement are also identified through QPA discussions, through exit interviews when turnover occurs, and through participation in various events and programs offered.
- b(3) The City supports career progression through a suite of leadership development programs. In 2011, Lead 1.0 was piloted to accelerate the development of emerging leaders, and it has resulted in participants receiving promotions within 24 months of graduation. In the same year, Lead 4.0 was implemented to improve the effectiveness of senior leaders and service area directors, and recently Lead 2.0 and 3.0 have been developed to support frontline and department leaders. All Lead program participants are assigned a designated coach as well as receiving DiSC profiling and training to accelerate their learning and development. Behavioral change is measured by pre- and post-360 degree evaluations and ratings on Upward Feedback from direct reports. These approaches may help the City address its strategic challenge of retaining high-quality employees and improve overall engagement.
- a(1) The City fosters an organizational culture that is characterized by open communication, high performance, and an engaged workforce through the QPA process and leadership communication mechanisms. Through the QPA process, employees are engaged in the mission and vision of the organization by setting individual goals that align with strategic objectives and BFO offers. Each quarter, employees and their direct supervisors evaluate employees’ progress toward achieving the goals, then bring those evaluations together in an open discussion. Senior leaders’ communication mechanisms (Figure 1.1-3) provide for transparency in relation to the City’s goals, objectives, and results. Through the QPA and leadership communication approaches, employees may be empowered to assume a degree of ownership of their performance and development, reflecting the organization’s value of collaboration.

- b(1) Multiple approaches are used to evaluate the effectiveness of the learning and development system. The Kirkpatrick model provides evaluation against objectives for individual development offerings at the enterprise level, and the workforce engagement survey reflects satisfaction with availability. Leadership training, which commands more than two-thirds of the current development budget, is evaluated using a financial ROI assessment. At an operational level, learning and development is evaluated through QPA, as most training is focused on enhancing job skills for key operational processes. The learning and development system has undergone multiple cycles of improvement since its origin in 2002, including implementation of FC Career Connect in 2014 to improve the efficiency of administration processes and the current four-quadrant framework to align with key organizational needs.

## OPPORTUNITIES FOR IMPROVEMENT

- a(2) The City has limited approaches for determining drivers of workforce engagement. The current set of engagement factors (P.1-3) were identified in 2012 based on focus group input from a cross-section of the workforce. These drivers have not been updated since that time, nor have they been refined to address unique engagement drivers for different workforce segments. This improvement opportunity was highlighted in 2017 when the Core 34 employee survey was implemented. Additional potential workforce engagement drivers were identified from the survey results, including drivers for specific workforce segments, such as those based on generational preferences. An effective approach to determining and periodically evaluating the drivers of workforce engagement may enable the City to make targeted adjustments and improvements to ensure workforce talent retention and growth.
- a(4) The City is in the early stages of considering workforce compensation, rewards, recognition, and incentive practices within its workforce performance management system. In response to a Career Path and Compensation Assessment conducted in late 2014, the City identified priorities for improvement in workforce compensation, rewards, and incentive practices; it is currently in the process of benchmarking its compensation structure in relation to the competitive market to support the recruiting, hiring, and retention of high-performing employees. Beyond these efforts, opportunities may exist for the City to evaluate its approaches for employee recognition and non-financial rewards to support the performance management system as an incentive for high performance, which may accelerate achievement of the City's strategic objectives.
- b(2) The City does not correlate its intended learning and development outcomes with findings from evaluation of key organizational results. For example, no evaluation is conducted to correlate learning and development outcomes with improvements in customer engagement, work process effectiveness and efficiency, or other measures associated with the seven Outcome Areas. Such a process may highlight opportunities to further improve the learning and development system in order to increase the City's

return on invested financial resources in achieving the macro-level objectives of the organization.

## Category 6 Operations

### 6.1 Work Processes

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. The findings from the site visit resulted in no change in the consensus percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

#### STRENGTHS

- c The Purchasing Department systematically guides and integrates supply-chain management across the organization. Well-defined policies and guidelines ensure a standardized, competitive, and ethical approach to managing the supply chain. Within the City's RFP (request for proposals) process, cross-functional teams use a score selection process to make decisions based on weighted criteria, and reference checks are completed in order to round out the selection process. Poorly performing contractors are kept informed and terminated if no improvements are made. Use of this systematic and integrated approach may advance the City's achievement of its key customer requirements of high-quality, reliable services.
- a(1, 2) The City has deployed and integrated key work process design outputs from its Work Processes and Systems (Figure 6.1-2), aligning the seven Outcome Areas to key work systems, with integration of key support processes, process requirements, and measures. The process design stems from the inputs of interdisciplinary teams during the BFO phase of the SPP, including VOC feedback. Use of this systematic approach to designing and managing work processes may effectively connect the City's daily operations to its mission of providing exceptional service for an exceptional community.
- a(3) The City designs its services and key work processes to meet key requirements through the SPP and BFO processes, aligning product delivery mechanisms with Outcome Areas and linking department leaders of key work process areas to those that support the related Outcome Areas. Agility in relation to new products or services is supported by the City's process for intelligent risks. The City's systematic and aligned approaches to work process design help ensure that essential resources are available to support business or residential customers' requirements, supporting the City's commitment to the community.

#### OPPORTUNITIES FOR IMPROVEMENT

- b(3) The City has not deployed a systematic approach to process improvement to reduce variability and improve performance results. Despite workforce members' evident improvement orientation and references to a Plan, Do, Check, Act improvement approach in interviews on-site, knowledge and application of this approach is not evident across most of the organization. Ensuring organization-wide use of a systematic,

effective approach to guide cycles of process improvement may contribute to sustained improvement trends in measures of importance to community stakeholders.

- b(1) Early stages of use of in-process measures to control and improve work processes are evident in relation to productivity, cycle time, reliability, and efficiency. For example, while Fleet and Facilities, Utilities, Traffic Operations, and Police Services measure some of these, there is no evidence of use of related data for improvement of work processes. Additionally, a systematic approach to measure and manage work processes for consistency and reliability is not evident. Using a systematic approach to in-process measures may enable the City to identify early opportunities for areas of improvement, supporting the City's values of stewardship and excellence and helping the organization meet key stakeholder requirements.
- d A systematic approach to pursuing strategic opportunities that the City determines are intelligent risks is not evident. Developing such an approach could help the City manage innovation and may enable it to move faster within competitive service markets while advancing toward its vision of providing world-class municipal services through operational excellence and a culture of innovation.

## 6.2 Operational Effectiveness

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. The findings from the site visit resulted in no change in the consensus percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

### STRENGTHS

- **c The City uses systematic processes to address safety, emergency preparedness, and business continuity. The City provides a safe operating environment through accident prevention, inspection, root cause analysis, and recovery approaches, and it uses after-action reviews to prevent recurrences. The City’s Emergency Preparedness Plan (EOP), Office of Emergency Management (OEM), Continuity of Operations Plan (COOP), and flood mitigation plan to conserve land on the Poudre River ensure the City’s preparedness for emergencies and disasters and guide evaluations and improvements. Systematic workplace safety and emergency management processes support the City’s current and future commitment to the community.**
- b(2) Multiple approaches centered on control of people, technology, and policy/procedure vectors ensure security and cybersecurity of sensitive or privileged information. Access controls such as strong passwords, IT application controls, integrated cybersecurity training, and intrusion systems are deployed through a proactive strategy to reduce cybersecurity risks. Use of multitiered approaches to protect data and information may enable the City to mitigate operational and strategic risks and impacts to the community and key stakeholders in the event of a data breach.
- b(1) The City’s approach to ensuring the reliability of IT systems includes organization-wide use of a service-level agreement; daily “Scheduled Server Uptime” reports as well as long-term planning for IT systems; and daily surveys of customer satisfaction, with monthly reviews by department leaders. These methods are consistently deployed and evaluated for learning and improvement. This may advance departmental performance and accountability, increasing reliability and user satisfaction.

### OPPORTUNITIES FOR IMPROVEMENT

- a Limited approaches are evident to control the costs of operational processes across the organization through use of cycle time, productivity, and efficiency measures or balancing of cost-control measures to meet varied customer needs. Use of a systematic and integrated process to control the process costs of operations across the organization may improve process efficiency and effectiveness, reflecting the City’s values of stewardship and excellence to the community.
- c(1) Cycles of learning are not evident within the City’s multiple safety approaches that are designed and deployed to create a safe operating environment for key stakeholders. For example, there is no evidence that the City’s approaches to accident

prevention, inspection, determination of root cause of failures, and recovery have been systematically improved through regular cycles of evaluation and learning. A systematic process for evaluation and improvement of key safety practices may improve workforce safety and support outstanding service to customers.

## Category 7 Results

### 7.1 Product and Process Results

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. The findings from the site visit resulted in no change in the consensus percentage range. (Please refer to Figure 5b, Results Scoring Guidelines.)

#### STRENGTHS

- a Multiple measures of significant importance to the City's customers reflect good-to-excellent levels of performance, with favorable trends for three or more years. Examples are SAIDI/SAIFI/CAIDI (Figure 7.1-1); Water Quality, Dissatisfaction and Satisfaction (Figure 7.1-2); and Fixed Route Ridership and Ease of Traveling by Public Transportation (Figure 7.1-3). Consistently favorable performance in these key customer requirement areas may help the City compete with rapidly growing regional communities.
- b(2) Several City measures of safety and emergency preparedness show favorable performance levels and trends in aspects of importance to the community. Examples include Flood Mitigation (Figure 7.1-25), where results demonstrate future-focused planning for the protection and preservation of green spaces against floods; and Emergency Management Performance Grants (Figure 7.1-30), where results have increased favorably. This beneficial performance on meaningful measures in relation to the City's future sustainability may help it favorably differentiate its services to support its reputation as a desirable location to live, work, and play.
- b(1) Some results for key work process effectiveness show beneficial trends and/or comparisons. For example, the City's electricity costs are among the lowest in the state, both for business and residential customers (Figures 7.1-10 and 7.1-11); water conservation has more than doubled since 2014 (Figure 7.1-12); and citizen survey responses related to the community's visual attractiveness place the City in the top 5% nationally and have created a comparative advantage since at least 2008 (Figure 7.1-15). This performance on work process effectiveness and efficiency measures reflects the City's commitment to community and may contribute to meeting customer requirements for high-quality, reliable services, accuracy, and responsiveness.

#### OPPORTUNITIES FOR IMPROVEMENT

- b(1) The City lacks some expected results on the effectiveness and efficiency of key work and support processes, such as cycle time and other appropriate measures of process effectiveness. Gathering and using in-process measures may help the City determine whether a process is delivering the desired results and enable timely adjustments to meet City stakeholders' expectations of high-quality, reliable services.

- c Some expected supply-chain management results are missing, such as results for measures of on-time delivery, fair and competitive pricing, quality products, and accuracy. Tracking such results in order to evaluate and continuously improve performance in these areas may enhance the City's ability to deliver services that meet the requirements of customers and the City's goals for operational excellence, and results for indicators for supplier performance also may highlight opportunities for improvement and innovation within key work processes.
- b Some results levels and trends reflect flat or unfavorable performance by the City in areas of significance to customers. Examples are results for the Snow Removal Response (Figure 7.1-18), Fleet Maintenance (Figure 7.1-19), Internet Availability (Figure 7.1-20), and Police Response Time (Figure 7.1-27). Focusing on these areas of importance may help the City deliver high-quality, reliable services to customers, particularly in light of the organization's strategic challenge of transitioning from a large town to a small city, with associated transportation and traffic issues.
- a, b Comparisons are missing for multiple measures of results that are significant to the City's vision of operational excellence, such as average travel speed and community greenhouse gas emissions. Without comparison results that could provide a benchmark for high performance in such key measures, the City may find it difficult to engage workforce members and teams in cycles of continuous improvement leading to world-class performance levels.

## 7.2 Customer Results

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. The findings from the site visit resulted in no change in the consensus percentage range. (Please refer to Figure 5b, Results Scoring Guidelines.)

### STRENGTHS

- **a(1) Good-to-excellent performance levels are evident for measures of customer satisfaction. For example, Fort Collins as a Place to Work (Figure 7.2-3), Quality of Culture and Recreation (Figure 7.2-5), and Quality of Drinking Water (Figure 7.2-9) all reflect performance levels that are consistently in the top 10% nationally from 2008 to 2015, favorable relative to comparisons with a national benchmark and cities in the Front Range region. Such performance supports the City's strategic advantages of a supportive and engaged community and national recognition for the quality of life of community members.**
- a Several customer-focused results demonstrate strong performance relative to leading national and/or regional comparisons. For example, the City ranked first in both national and Front Range comparisons for Quality of Water (Figure 7.1-9) and Natural Areas and Open Space (Figure 7.2-12), with results for both measures demonstrating consistently high performance. Further, the City is in the top 10% of national and regional comparisons for 15 out of 16 results measures in this area. These customer-focused results reflect the City's efforts to meet residents' requirements for high-quality reliable services, accuracy, and responsiveness.
- a(2) Some customer engagement results measures for residents show beneficial levels and compare favorably to national and regional benchmarks. In particular, the measures Ease of Traveling by Bicycle (Figure 7.2-24), Welcoming to Citizens (Figure 7.2-25), and Listening to Citizens (Figure 7.2-26) all show sustained high performance from 2010 to 2015, with the City's results in the top 1% or top 10% relative to both national and regional comparisons. This high performance in relation to customer engagement helps position the City to effectively address changing customer expectations, a strategic challenge for the organization.

### OPPORTUNITIES FOR IMPROVEMENT

- **a Some expected results on customer dissatisfaction are missing. Despite the City's use of its website, the SARs process, and point-of-contact surveys to obtain dissatisfaction data, no such results are evident. A focus on customer dissatisfaction results may help the City address its strategic challenges of balancing competing stakeholder desires and changing customer expectations.**
- a Mixed performance trends are evident in some important measures of customer satisfaction and engagement, such as Utilities Customer Satisfaction: Customer Needs

(Figure 7.2-15), Utilities Customer Satisfaction (Figure 7.2-16), and Recreation Participation (Figure 7.2-22). Focusing on results in areas of significance to customers may help the City build community engagement and growth.

### 7.3 Workforce Results

Your score in this Criteria item for the Consensus Review is in the 30–45 percentage range. The findings from the site visit resulted in an increased percentage range of 50–65. (Please refer to Figure 5b, Results Scoring Guidelines.)

#### STRENGTHS

- a(4) Some workforce development measures show favorable levels and trends over five or more years. For example, Learning and Development (Figure 7.3-13) shows that opportunities to learn increased from 60% in March 2011 to 75% in September 2016, while five or more promotions have occurred annually as a result of participation in the leadership development program (Lead 1.0 Program Participation, Figure 7.3-16). In addition, over 50% of the current ELT members have been promoted as a result of leadership development activities. These results show that the City is developing key internal talent to provide a cost-effective workforce solution while supporting a best cultural fit.
- a(1) Some workforce capability results show beneficial levels. For example, results show 100% achievement from 2012 through 2015 of compliance certifications (Figure 7.3-3) that cover eight different roles (such as engineering, police, and water/wastewater treatment), while certifications for water field operators are at 90% for the same period. Achieving and maintaining essential workforce certifications and licensure may assist the City in retaining and developing highly qualified workers, providing a competitive service advantage.
- a(3) Most of the City's workforce engagement indicators show good performance levels and trends. For example, results for the City's Engagement Survey (Figure 7.3-8) show a range of 2% to 7% in improvement in the hourly worker category from September 2011 to 2016, and favorable results levels are also shown for the Volunteer Engagement Survey (Figure 7.3-9). In addition, measures of the employee engagement factors of appreciation and meaningful work reflect favorable trends from 2011 to 2016, and most results exceed national benchmarks. Achieving benchmark performance for levels of workforce engagement may help the City leverage its strategic advantage of engaged and committed employees in competitive labor markets.

#### OPPORTUNITIES FOR IMPROVEMENT

- a(1, 2, 4) Many expected workforce-focused results are missing, such as measures of workforce health, needed skills and staffing levels, and recognition and celebrations for employees. Tracking such results may help the City address its strategic challenge of attracting, retaining, and developing high-quality employees.
- a Some workforce-focused performance measures show mixed, flat, or unfavorable trends. For example, Overall Turnover (Figure 7.3-1) reflects an unfavorable trend from

2013 through 2015, despite a favorable decline in 2016, while Custodial Inspection Scores (Figure 7.3-6) show an unfavorable trend from 2012 through 2016 despite high performance levels. Volunteer Hours (Figure 7.3-12) shows a decline in the most recent year, as does Police Officer Training (Figure 7.3-14). Sustaining high performance levels and continuously improving workforce-focused results may help the City retain its advantage of having engaged and committed employees.

- a(1) Local or national comparisons are missing for some measures of workforce-focused results, particularly Turnover Police Services (Figure 7.3-2) and Recruitment (Figure 7.3-4). As a data-driven organization aspiring to world-class performance, the City may find that using benchmarks aligned with its vision of world-class operational excellence may help it guide improvements in areas of greatest value to its residential and business customers.
- a Most workforce results are not segmented as expected relative to the Staff Profile (Figure P1.4) provided by the City. With the exceptions of Turnover, Police Services (Figure 7.3-2), Police Officer Training (Figure 7.3-14), Volunteer Engagement (Figure 7.3-9), and Volunteer Hours (Figure 7.3-12), results on most measures are recorded for the workforce as a whole. Segmenting such results by workforce groups and segments may allow the City to target improvements for specific employee groups in order to maintain or increase their engagement.

## 7.4 Leadership and Governance Results

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. The findings from the site visit resulted in no change in the consensus percentage range. (Please refer to Figure 5b, Results Scoring Guidelines.)

### STRENGTHS

- **b Multiple strategy implementation results reflect good-to-excellent performance in areas of importance to the City's customers and stakeholders. Distinctions reflecting the City's high performance include being designated the sixth among Best Places to Live, second among Best Cities for Small Business, eighth for Best-Performing City, fourth among communities providing for Overall Well-Being, and in the Top 3 as a Digital City (Awards and Recognitions, Figure 7.4-23). The City's performance recognition in multiple areas of significance to customers and stakeholders may reflect and strengthen its commitment to the community and help it achieve its vision of world-class operational excellence and innovation.**
- a(2, 3) Resident and voter confidence in the City is reflected in the results for six Successful Voter Tax Initiatives (Figure 7.4-6), as well as in the favorable results levels and trends for External Financial Audits (Figure 7.4-7). Legal and regulatory results showing excellent levels and trends include those for Regulatory Compliance (Figure 7.4-10) and External Financial Audits (Figure 7.4-7). In addition, results show that intelligent risk assessments (Figure 7.4-9) are largely completed on time and within budget. These results support the City's value of integrity and customer requirements for accuracy, responsiveness, and transparency.
- a(5) The City has beneficial results in relation to societal well-being and support of its key communities of residents and businesses. For example, three City facilities have received Gold Leader recognition from the Statewide Environmental Leadership Program. In addition, results for Outdoor Air Quality—Particulate (Figure 7.4-14), Pollution Prevention (Figure 7.4-17), and Abatement of Greenhouse Gases (Figure 7.2-19) all demonstrate favorable trends. These results reflecting a focus on the environment demonstrate the City's value of stewardship and support its strategic advantage of being nationally recognized for a high quality of life.

### OPPORTUNITIES FOR IMPROVEMENT

- a(1, 4) Some expected leadership results are missing. These include workforce perceptions of organizational ethics and results of ethics reviews, based on communications measures used by the ELT to engage workforce members and key customers (Figure 1.1-3). Measuring such results may help the City support its values of integrity and outstanding service, while meeting customer requirements for transparency.

- a(1) Mixed trends in results reflecting the organization's alignment of its culture with the workforce are evident over four years and nine review periods, as shown in My Role and the City's Mission and Vision (Figure 7.4-1). Four service areas, representing two-thirds of the workforce, show variable trends over this period. Improving these results may the City help retain high-quality talent through its values of collaboration, integrity, and outstanding service to the community.

## 7.5 Financial and Market Results

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. The findings from the site visit resulted in an increased percentage range of 70–85. (Please refer to Figure 5b, Results Scoring Guidelines.)

### STRENGTHS

- a(1) Evidence of strong financial performance includes results for Actual Revenue Compared to Budget (Figure 7.5-1), which show a surplus each year over five years; other examples are results for Accuracy of Budget (Figure 7.5-2), Sales and Use Tax Income (Figure 7.5-3), Successful Voter Tax Initiative (Figure 7.4-6), Financial Ratios (Figure 7.5-4), and Increase Emergency Management Performance Grant (Figure 7.1-30), which shows consistent receipt of the grant. This strong financial performance may assist the City in effectively managing its strategic challenge of fluctuating revenue.
- a(2) Good results levels and trends are evident for several measures of marketplace performance, which may support local business development, local employment, and a healthy growing community. For example, Total Affordable Housing Units Inventory (Figure 7.5-6) and Unemployment Rate (Figure 7.5-9) demonstrate favorable trends in commercial property availability, and a steady reduction in unemployment over the past four years. These results support the City's strategic advantage of leveraged investments in infrastructure and amenities.
- a The City's performance compares favorably relative to its neighboring competitors for many indicators of financial and marketplace performance. For example, results show that the City has achieved a consistently lower debt per capita than Denver (Figure 7.5-4), has a superior bond rating relative to most Front Range cities (Figure 7.5-5), has issued more new commercial permits (except in 2015) than Greeley and Longmont (Figure 7.5-7), and has maintained since 2012 a consistently lower unemployment rate than state and nation comparisons (Figure 7.5-9). These results may strengthen the City's competitive position for business development/redevelopment, primary employers/jobs, expansion opportunities, and highly qualified workers.
- a(1) Aggregate measures of financial viability and liquidity demonstrate improving trends and favorable performance by the City against comparisons. For example, the City has the best credit position according to Moody's, with an "Aaa" rating that is significantly above the U.S. city median rating of "Aa3." Net cash balances as a percentage of the City's operating revenues have consistently improved from 33.7% in 2012 to 40.5% in 2015, exceeding the U.S. city median of 34.4%, while the City's net direct debt relative to operating revenues (ratio) of 0.41x reflects leadership over the U.S. median comparison of 0.94x. In addition, the City's Available Fund Balance as a percentage of operating revenues has improved slightly from 28.8% in 2012 to 33.7% in 2015. These results reflect the City's core value of stewardship and support its ability to fund strategic opportunities and intelligent risks.

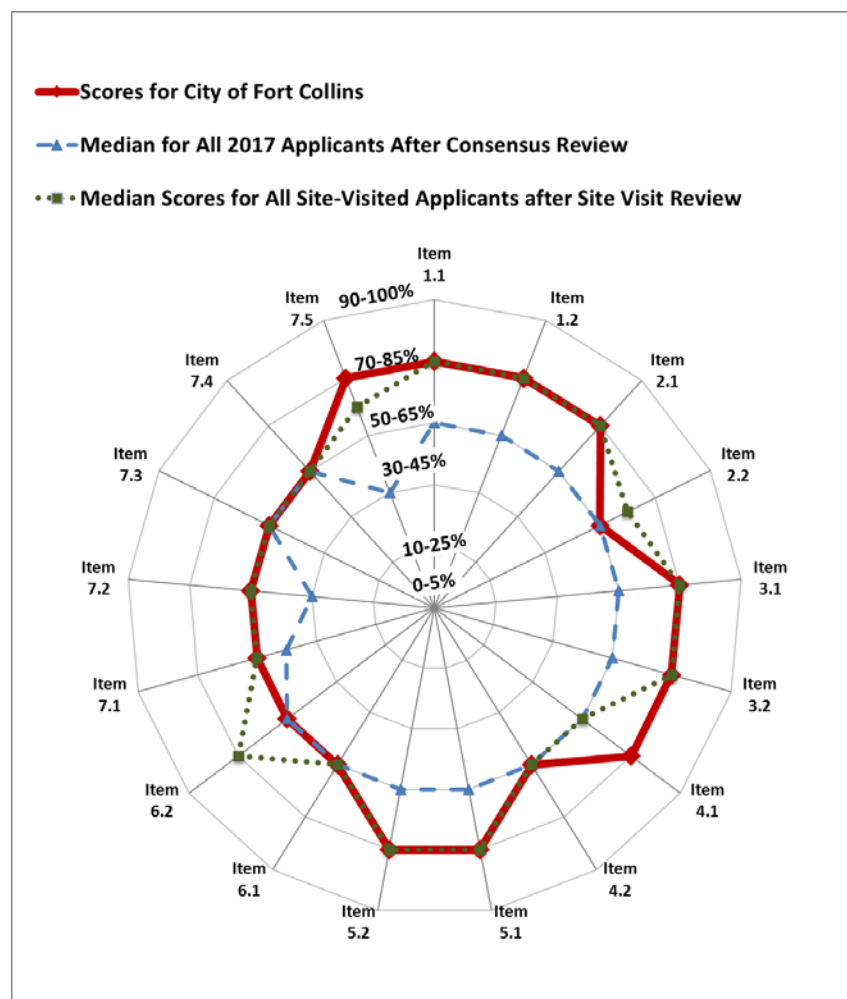
## OPPORTUNITIES FOR IMPROVEMENT

- a(2) Some expected marketplace results are missing, including measures related to the City's market position in areas of key services. Examples include results on the number of new programs or services offered to the homeless community and programs designed to advance the small and middle-sized business community. Complete results on its marketplace performance in the seven Outcome Areas may enable the City to identify new products or services to address the needs of emerging strategic focus areas.

## APPENDIX A

The spider, or radar, chart that follows depicts your organization's performance as represented by scores for each item. This performance is presented in contrast to the median scores for all 2017 applicants at Consensus Review, as well as the median scores at Site Visit Review of those 2017 applicants that received site visits. Each ring in the chart corresponds to a scoring range.

Each point in red represents the scoring range your organization achieved for the corresponding item following your site visit. The points in blue represent the median scoring ranges for all 2017 applicants at Consensus Review. The points in green represent the median scoring ranges at Site Visit Review for those 2017 applicants that received site visits. Seeing where your performance is similar or dissimilar to the median of all applicants may help you initially determine or prioritize areas for improvement efforts and strengths to leverage.



## **APPENDIX B**

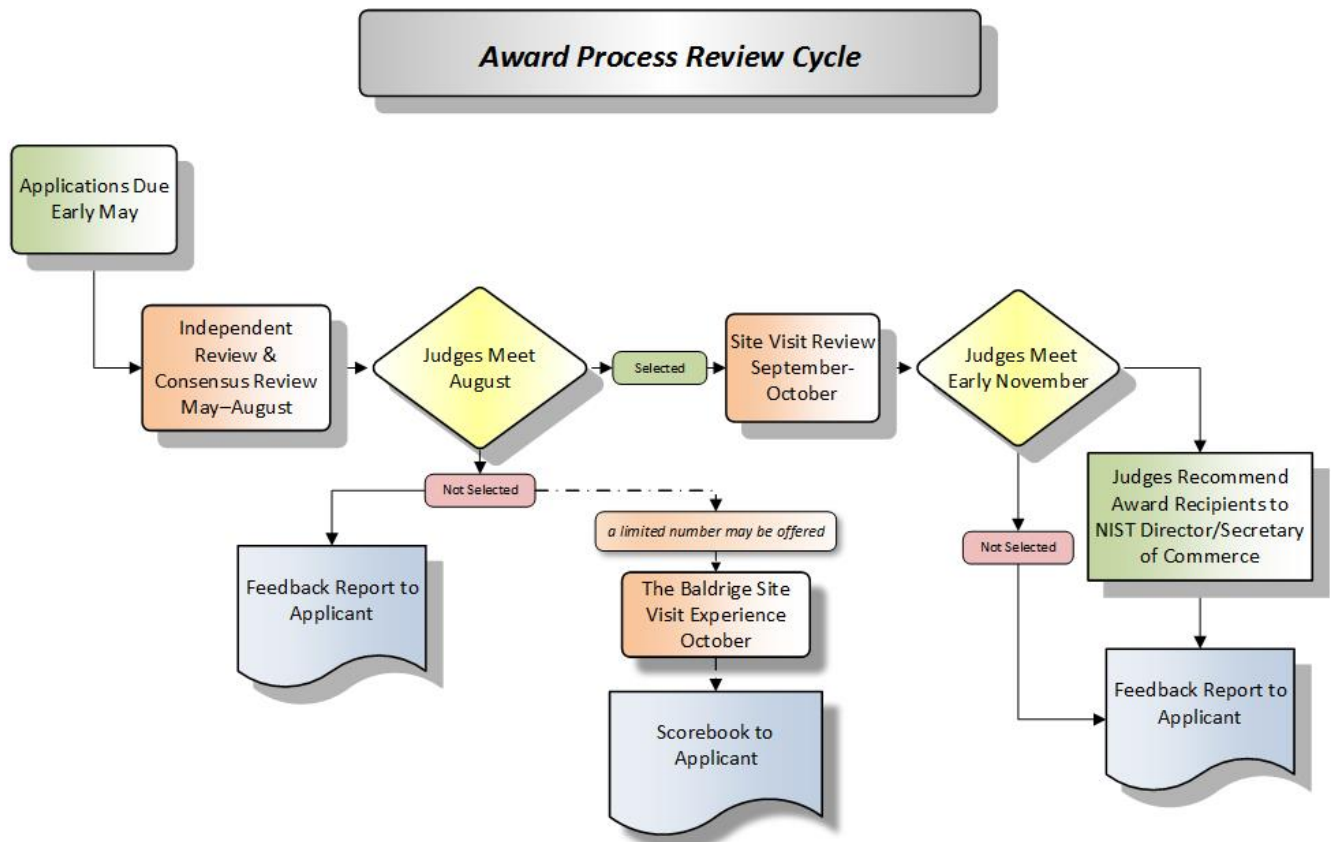
By submitting a Baldrige Award application, you have differentiated yourself from most U.S. organizations. The Board of Examiners has evaluated your application for the Malcolm Baldrige National Quality Award. Strict confidentiality is observed at all times and in every aspect of the application review and feedback.

This feedback report contains the examiners' findings, including a summary of the key themes of the evaluation, a detailed listing of strengths and opportunities for improvement, and scoring information. Background information on the examination process is provided below.

### **APPLICATION REVIEW**

#### **Independent Review**

Following receipt of the award applications, the award process review cycle (shown in Figure 1) begins with Independent Review, in which members of the Board of Examiners are assigned to each of the applications. Examiners are assigned based on their areas of expertise and with attention to avoiding potential conflicts of interest. Each application is evaluated independently by the examiners, who write observations relating to the scoring system described beginning on page 31 of the *2017–2018 Baldrige Excellence Framework*.



**Figure 1—Award Process Review Cycle**

## Consensus Review

In Consensus Review (see Figure 2), a team of examiners, led by a senior examiner or alumnus, conducts a series of reviews, first managed virtually through a secure database called BOSS and eventually concluded through a focused conference call. The purpose of this series of reviews is for the team to reach consensus on comments and scores that capture the team’s collective view of the applicant’s strengths and opportunities for improvement. The team documents its comments and scores in a Consensus Scorebook.

<b>Step 1 Consensus Planning</b>	<b>Step 2 Consensus Review in BOSS</b>	<b>Step 3 Consensus Call</b>	<b>Step 4 Post–Consensus–Call Activities</b>
<ul style="list-style-type: none"><li>• Clarify the timeline for the team to complete its work.</li><li>• Assign category/item discussion leaders.</li><li>• Discuss key business/organization factors.</li></ul>	<ul style="list-style-type: none"><li>• Review all Independent Review evaluations—draft consensus comments and propose scores.</li><li>• Develop comments and scores for the team to review.</li><li>• Address feedback, incorporate inputs, and propose a resolution of differences on each worksheet.</li><li>• Review updated comments and scores.</li></ul>	<ul style="list-style-type: none"><li>• Discuss comments, scores, and all key themes.</li><li>• Achieve consensus on comments and scores.</li></ul>	<ul style="list-style-type: none"><li>• Revise comments and scores to reflect consensus decisions.</li><li>• Prepare final Consensus Scorebook.</li><li>• Prepare feedback report.</li></ul>

**Figure 2—Consensus Review**

## Site Visit Review

After Consensus Review, the Judges Panel of the Malcolm Baldrige National Quality Award selects applicants to receive site visits based on the scoring profiles. If an applicant is not selected for Site Visit Review, the final Consensus Scorebook receives a technical review by a highly experienced examiner and becomes the feedback report, or the applicant may have the

option to choose to receive a Baldrige Site Visit Experience.

The Baldrige Site Visit Experience is a new offering in which a team of examiners conducts a site visit and, while still on-site and face-to-face, can share with the organization's leaders evidence collected on-site and its impact on scoring, high-level takeaways, and other insights gleaned. Organizations that receive the Baldrige Site Visit Experience are no longer in contention for that year's Baldrige Award.

Site visits are conducted for the highest-scoring applicants to clarify any uncertainty or confusion the examiners may have regarding the written application and to verify that the information in the application is correct (see Figure 3 for the Site Visit Review process). After the site visit, the team of examiners prepares a final Site Visit Scorebook.

<b>Step 1 Team Preparation</b>	<b>Step 2 Site Visit</b>	<b>Step 3 Post-Site-Visit Activities</b>
<ul style="list-style-type: none"><li>• Review consensus findings.</li><li>• Develop site visit issues.</li><li>• Plan site visit.</li></ul>	<ul style="list-style-type: none"><li>• Make/receive presentations.</li><li>• Conduct interviews.</li><li>• Record observations.</li><li>• Review documents.</li></ul>	<ul style="list-style-type: none"><li>• Resolve issues.</li><li>• Summarize findings.</li><li>• Finalize comments.</li><li>• Prepare final Site Visit Scorebook.</li><li>• Prepare feedback report.</li></ul>

**Figure 3—Site Visit Review**

Applications, Consensus Scorebooks, and Site Visit Scorebooks for all applicants receiving site visits are forwarded to the Judges Panel for review (see Figure 4). The judges recommend which applicants should receive the Baldrige Award and identify any non-award recipient organizations demonstrating one or more Category Best Practices. The judges discuss applications in each of the six award sectors separately, and then they vote to keep or eliminate each applicant. Next, the judges decide whether each of the top applicants should be recommended as an award recipient based on an “absolute” standard: the overall excellence of the applicant and the appropriateness of the applicant as a national role model. For each organization not recommended to receive the Baldrige Award, the judges have further discussion to determine if the organization demonstrates any Category Best Practices. The process is repeated for each award sector.

Step 1 Judges Panel Review	Step 2 Evaluation by Category	Step 3 Assessment of Top Organizations
<ul style="list-style-type: none"> <li>• Applications</li> <li>• Consensus Scorebooks</li> <li>• Site Visit Scorebooks</li> </ul>	<ul style="list-style-type: none"> <li>• Manufacturing</li> <li>• Service</li> <li>• Small business</li> <li>• Education</li> <li>• Health care</li> <li>• Nonprofit</li> </ul>	<ul style="list-style-type: none"> <li>• Overall strengths/ opportunities for improvement</li> <li>• Appropriateness as national model of performance excellence</li> </ul>

**Figure 4—Judges’ Review**

Judges do not participate in discussions or vote on applications from organizations in which they have a competing or conflicting interest or in which they have a private or special interest, such as an employment or a client relationship, a financial interest, or a personal or family relationship. All conflicts are reviewed and discussed so that judges are aware of their own and others’ limitations on access to information and participation in discussions and voting.

Following the judges’ review and recommendation of award recipients, the Site Visit Review team leader edits the final Site Visit Scorebook, which becomes the feedback report.

## SCORING

The scoring system used to score each item is designed to differentiate the applicants in the various stages of review and to facilitate feedback. As seen in the Process Scoring Guidelines and Results Scoring Guidelines (Figures 5a and 5b, respectively), the scoring of responses to Criteria items is based on two evaluation dimensions: process and results. The four factors used to evaluate process (categories 1–6) are approach (A), deployment (D), learning (L), and integration (I), and the four factors used to evaluate results (items 7.1–7.5) are levels (Le), trends (T), comparisons (C), and integration (I).

In the feedback report, the applicant receives a percentage range score for each item. The range is based on the scoring guidelines, which describe the characteristics typically associated with specific percentage ranges.

As shown in Figures 6a and 6b, the applicant’s overall scores for process items and results items each fall into one of eight scoring bands. Each band score has a corresponding descriptor of attributes associated with that band. Figures 6a and 6b show the percentage of applicants scoring in each band at Consensus Review.

SCORE	DESCRIPTION
<b>0% or 5%</b>	<ul style="list-style-type: none"> <li>No SYSTEMATIC APPROACH to item requirements is evident; information is ANECDOTAL. (A)</li> <li>Little or no DEPLOYMENT of any SYSTEMATIC APPROACH is evident. (D)</li> <li>An improvement orientation is not evident; improvement is achieved by reacting to problems. (L)</li> <li>No organizational ALIGNMENT is evident; individual areas or work units operate independently. (I)</li> </ul>
<b>10%, 15%, 20%, or 25%</b>	<ul style="list-style-type: none"> <li>The beginning of a SYSTEMATIC APPROACH to the BASIC REQUIREMENTS of the item is evident. (A)</li> <li>The APPROACH is in the early stages of DEPLOYMENT in most areas or work units, inhibiting progress in achieving the BASIC REQUIREMENTS of the item. (D)</li> <li>Early stages of a transition from reacting to problems to a general improvement orientation are evident. (L)</li> <li>The APPROACH is ALIGNED with other areas or work units largely through joint problem solving. (I)</li> </ul>
<b>30%, 35%, 40%, or 45%</b>	<ul style="list-style-type: none"> <li>An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the BASIC REQUIREMENTS of the item, is evident. (A)</li> <li>The APPROACH is DEPLOYED, although some areas or work units are in early stages of DEPLOYMENT. (D)</li> <li>The beginning of a SYSTEMATIC APPROACH to evaluation and improvement of KEY PROCESSES is evident. (L)</li> <li>The APPROACH is in the early stages of ALIGNMENT with the basic organizational needs identified in response to the Organizational Profile and other process items. (I)</li> </ul>
<b>50%, 55%, 60%, or 65%</b>	<ul style="list-style-type: none"> <li>An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the OVERALL REQUIREMENTS of the item, is evident. (A)</li> <li>The APPROACH is WELL DEPLOYED, although DEPLOYMENT may vary in some areas or work units. (D)</li> <li>A fact-based, SYSTEMATIC evaluation and improvement PROCESS and some organizational LEARNING, including INNOVATION, are in place for improving the efficiency and EFFECTIVENESS of KEY PROCESSES. (L)</li> <li>The APPROACH is ALIGNED with your overall organizational needs as identified in response to the Organizational Profile and other process items. (I)</li> </ul>
<b>70%, 75%, 80%, or 85%</b>	<ul style="list-style-type: none"> <li>An EFFECTIVE, SYSTEMATIC APPROACH, responsive to MULTIPLE REQUIREMENTS in the item, is evident. (A)</li> <li>The APPROACH is well DEPLOYED, with no significant gaps. (D)</li> <li>Fact-based, SYSTEMATIC evaluation and improvement and organizational LEARNING, including INNOVATION, are KEY management tools; there is clear evidence of refinement as a result of organizational-level ANALYSIS and sharing. (L)</li> <li>The APPROACH is INTEGRATED with your current and future organizational needs as identified in response to the Organizational Profile and other process items. (I)</li> </ul>
<b>90%, 95%, or 100%</b>	<ul style="list-style-type: none"> <li>An EFFECTIVE, SYSTEMATIC APPROACH, fully responsive to the MULTIPLE REQUIREMENTS of the item, is evident. (A)</li> <li>The APPROACH is fully DEPLOYED without significant weaknesses or gaps in any areas or work units. (D)</li> <li>Fact-based, SYSTEMATIC evaluation and improvement and organizational LEARNING through INNOVATION are KEY organization-wide tools; refinement and INNOVATION, backed by ANALYSIS and sharing, are evident throughout the organization. (L)</li> <li>The APPROACH is well INTEGRATED with your current and future organizational needs as identified in response to the Organizational Profile and other process items. (I)</li> </ul>

**Figure 5a—Process Scoring Guidelines (For Use with Categories 1–6)**

<b>SCORE</b>	<b>DESCRIPTION</b>
<b>0% or 5%</b>	<ul style="list-style-type: none"> <li>• There are no organizational PERFORMANCE RESULTS, or the RESULTS reported are poor. (Le)</li> <li>• TREND data either are not reported or show mainly adverse TRENDS. (T)</li> <li>• Comparative information is not reported. (C)</li> <li>• RESULTS are not reported for any areas of importance to the accomplishment of your organization's MISSION. (I)</li> </ul>
<b>10%, 15%, 20%, or 25%</b>	<ul style="list-style-type: none"> <li>• A few organizational PERFORMANCE RESULTS are reported, responsive to the BASIC REQUIREMENTS of the item, and early good PERFORMANCE LEVELS are evident. (Le)</li> <li>• Some TREND data are reported, with some adverse TRENDS evident. (T)</li> <li>• Little or no comparative information is reported. (C)</li> <li>• RESULTS are reported for a few areas of importance to the accomplishment of your organization's MISSION. (I)</li> </ul>
<b>30%, 35%, 40%, or 45%</b>	<ul style="list-style-type: none"> <li>• Good organizational PERFORMANCE LEVELS are reported, responsive to the BASIC REQUIREMENTS of the item. (Le)</li> <li>• Some TREND data are reported, and most of the TRENDS presented are beneficial. (T)</li> <li>• Early stages of obtaining comparative information are evident. (C)</li> <li>• RESULTS are reported for many areas of importance to the accomplishment of your organization's MISSION. (I)</li> </ul>
<b>50%, 55%, 60%, or 65%</b>	<ul style="list-style-type: none"> <li>• Good organizational PERFORMANCE LEVELS are reported, responsive to the OVERALL REQUIREMENTS of the item. (Le)</li> <li>• Beneficial TRENDS are evident in areas of importance to the accomplishment of your organization's MISSION. (T)</li> <li>• Some current PERFORMANCE LEVELS have been evaluated against relevant comparisons and/or BENCHMARKS and show areas of good relative PERFORMANCE. (C)</li> <li>• Organizational PERFORMANCE RESULTS are reported for most KEY CUSTOMER, market, and PROCESS requirements. (I)</li> </ul>
<b>70%, 75%, 80%, or 85%</b>	<ul style="list-style-type: none"> <li>• Good-to-excellent organizational PERFORMANCE LEVELS are reported, responsive to MULTIPLE REQUIREMENTS in the item. (Le)</li> <li>• Beneficial TRENDS have been sustained over time in most areas of importance to the accomplishment of your organization's MISSION. (T)</li> <li>• Many to most TRENDS and current PERFORMANCE LEVELS have been evaluated against relevant comparisons and/or BENCHMARKS and show areas of leadership and very good relative PERFORMANCE. (C)</li> <li>• Organizational PERFORMANCE RESULTS are reported for most KEY CUSTOMER, market, PROCESS, and ACTION PLAN requirements. (I)</li> </ul>
<b>90%, 95%, or 100%</b>	<ul style="list-style-type: none"> <li>• Excellent organizational PERFORMANCE LEVELS are reported that are fully responsive to the MULTIPLE REQUIREMENTS of the item. (Le)</li> <li>• Beneficial TRENDS have been sustained over time in all areas of importance to the accomplishment of your organization's MISSION. (T)</li> <li>• Industry and BENCHMARK leadership is demonstrated in many areas. (C)</li> <li>• Organizational PERFORMANCE RESULTS and PROJECTIONS are reported for most KEY CUSTOMER, market, PROCESS, and ACTION PLAN requirements. (I)</li> </ul>

**Figure 5b—Results Scoring Guidelines (For Use with Category 7)**

Band Score	Band Number	% Applicants in Band <sup>1</sup>	PROCESS Scoring Band Descriptors
0–150	1	0	The organization demonstrates early stages of developing and implementing approaches to the basic Criteria requirements, with deployment lagging and inhibiting progress. Improvement efforts are a combination of problem solving and an early general improvement orientation.
151–200	2	0	The organization demonstrates effective, systematic approaches responsive to the basic requirements of the Criteria, but some areas or work units are in the early stages of deployment. The organization has developed a general improvement orientation that is forward-looking.
201–260	3	4	The organization demonstrates effective, systematic approaches responsive to the basic requirements of most Criteria items, although there are still areas or work units in the early stages of deployment. Key processes are beginning to be systematically evaluated and improved.
261–320	4	42	The organization demonstrates effective, systematic approaches responsive to the overall requirements of the Criteria, but deployment may vary in some areas or work units. Key processes benefit from fact-based evaluation and improvement, and approaches are being aligned with overall organizational needs.
321–370	5	46	The organization demonstrates effective, systematic, well-deployed approaches responsive to the overall requirements of most Criteria items. The organization demonstrates a fact-based, systematic evaluation and improvement process and organizational learning, including some innovation, that result in improving the effectiveness and efficiency of key processes.
371–430	6	8	The organization demonstrates refined approaches responsive to the multiple requirements of the Criteria. These approaches are characterized by the use of key measures, good deployment, and evidence of innovation in most areas. Organizational learning, including innovation and sharing of best practices, is a key management tool, and integration of approaches with current and future organizational needs is evident.
431–480	7	0	The organization demonstrates refined approaches responsive to the multiple requirements of most Criteria items. It also demonstrates innovation, excellent deployment, and good-to-excellent use of measures in most areas. Good-to-excellent integration is evident, with organizational analysis, learning through innovation, and sharing of best practices as key management strategies.
481–550	8	0	The organization demonstrates outstanding approaches focused on innovation. Approaches are fully deployed and demonstrate excellent, sustained use of measures. There is excellent integration of approaches with organizational needs. Organizational analysis, learning through innovation, and sharing of best practices are pervasive.

<sup>1</sup> Percentages are based on scores from the Consensus Review.

**Figure 6a—Process Scoring Band Descriptors**

Figure 6a—Band Score	Band Number	% Applicants in Band <sup>1</sup>	RESULTS Scoring Band Descriptors
0–125	1	0	A few results are reported responsive to the basic Criteria requirements, but they generally lack trend and comparative data.
126–170	2	4	Results are reported for several areas responsive to the basic Criteria requirements and the accomplishment of the organization’s mission. Some of these results demonstrate good performance levels. The use of comparative and trend data is in the early stages.
171–210	3	33	Results address areas of importance to the basic Criteria requirements and accomplishment of the organization’s mission, with good performance being achieved. Comparative and trend data are available for some of these important results areas, and some beneficial trends are evident.
211–255	4	46	Results address some key customer/stakeholder, market, and process requirements, and they demonstrate good relative performance against relevant comparisons. There are no patterns of adverse trends or poor performance in areas of importance to the overall Criteria requirements and the accomplishment of the organization’s mission.
256–300	5	17	Results address most key customer/stakeholder, market, and process requirements, and they demonstrate areas of strength against relevant comparisons and/or benchmarks. Beneficial trends and/or good performance are reported for most areas of importance to the overall Criteria requirements and the accomplishment of the organization’s mission.
301–345	6	0	Results address most key customer/stakeholder, market, and process requirements, as well as many action plan requirements. Results demonstrate beneficial trends in most areas of importance to the Criteria requirements and the accomplishment of the organization’s mission, and the organization is an industry <sup>2</sup> leader in some results areas.
346–390	7	0	Results address most key customer/stakeholder, market, process, and action plan requirements. Results demonstrate excellent organizational performance levels and some industry <sup>2</sup> leadership. Results demonstrate sustained beneficial trends in most areas of importance to the multiple Criteria requirements and the accomplishment of the organization’s mission.
391–450	8	0	Results fully address key customer/stakeholder, market, process, and action plan requirements and include projections of future performance. Results demonstrate excellent organizational performance levels, as well as national and world leadership. Results demonstrate sustained beneficial trends in all areas of importance to the multiple Criteria requirements and the accomplishment of the organization’s mission.

<sup>1</sup> Percentages are based on scores from the Consensus Review.

<sup>2</sup> “Industry” refers to other organizations performing substantially the same functions, thereby facilitating direct comparisons.

**Figure 6b—Results Scoring Band Descriptors**

## 2017 BALDRIGE AWARD APPLICANTS

Sector	Total Number of Award Applications	Number of Award Applicants Recommended for Site Visit
Health Care	12	7
Nonprofit	4	2
Education	5	3
Business—Small Business	3	2
Business—Service	0	0
Business—Manufacturing	0	0
<b>Total</b>	<b>24</b>	<b>14</b>

## BALDRIGE AWARD RECIPIENT CONTACT INFORMATION 1988–2016

Baldrige Award winners generously share information with numerous organizations from all sectors. To contact an award winner, please see [http://patapsco.nist.gov/Award\\_Recipients/index.cfm](http://patapsco.nist.gov/Award_Recipients/index.cfm), which includes links to contact information as well as profiles of the winners.